Profile   Over 25 years' experience in delivery, change and consulting roles in Infrastructure, Service Delivery, Business change, Procurement and Project and Programme Management. Examples are multiple and concurrent infrastructure deliveries for Government such as large-scale programmes for the FCDO, Home Office, MoJ and HMRC working across protectively marked environments up to secret in infrastructure development, experimentation, telecoms and communications data, transformation, integration and information management.

I am process and quality focused having gained invaluable technical, delivery, policy and commercial experience over the last 25 years. Can work unaided or as a team player; comfortable with technical and process deliveries and don't mind getting stuck in to help meet delivery expectations. I am technically capable, commercially and security aware, comfortable and experienced at all levels including Board and SCS.

I am confident with common project management tools and methodologies including Waterfall and Agile. Understanding of and comfortable with Security aspects inclusive of RMADS, ITHC, SyOps having delivered secure infrastructure projects across Government and comfortable with most mainstream and leading-edge technologies having designed, supported, implemented and used them for many years.

Objectives   My objective is to be associated with a professional services company working with, or to work directly in; Central Government, Intelligence communities, Law Enforcement, Defence directorate or Telecoms in a senior project/programme management or technical portfolio delivery role.

I am continually looking to improve my skills and embed in local culture to enable the delivery of high quality, value for money services.

I'm keen to provide a real influence up to Ministerial level in steering multi-million-pound projects and programmes to achieve quality, strategic outcomes just as much as the smaller, but valuable, project benefits and outcomes.

Summary Achievements
(for more detailed skills please see page 4)

- Notable Projects:
    - Initiated a large and complex ITSM transformation programme and delivered multiple re-procurements of service through DOS5 driven by the merging of two government departments, FCDO
    - Leading edge CD services programme technical delivery for Home Office, Telecoms and Law Enforcement
    - Provision of Home Office NCDS departmental information management strategy
    - Transforming Rehabilitation, Estates Transformation ICT Programme delivery. EUCS, Print, WAN/LAN, WiFi, Telephony
    - MoJ Estates delivery/deployment programme capability building including PMO. EUCS, Print, WAN/LAN, WiFi, Telephony
    - MoJ estate-wide Legacy Telephony decommissioning
    - MoJ Estates Transformation 4 Programme (London). Building and ICT decommissioning, user and data relocations. EUCS, WAN/LAN, Servers, Data Centre, Telephony
    - Atos Restricted Support Network refresh (MoJ IL3/4). WAN, Security
    - Ministry of Justice Infrastructure Refresh Programme (DIR). EUCS, Print, WAN/LAN, WiFi, Telephony
    - HMRC Customs Transformation, Export Control System; Infrastructure and developed application test and delivery; SFIA Tools, Eurotunnel ANPR systems, etc.
    - Spectrum Programme for HMRC (Criminal, Compliance and UKBA). Large-scale development and Integration
    - UKBA Points Based System for Immigration (Caseworking, Metastorm, RAD)
    - Home Office Tech Refresh (inc Secure Laptop deployment)
- Infrastructure and Development Project management. Full lifecycle including BID, PID, plans, resourcing, reporting (progress and finance), RAID, service readiness and service transition/acceptance, stakeholder and expectation management, Risk and Issue mitigation / resolution
- Have built trusted relationships with employer, supplier and customer based on understanding of business needs, process and consistent desire to deliver
- Mentoring of permanent staff as a project outcome

Summary of Recent Experience

Programme Delivery Manager

July 2020 to date, Foreign Commonwealth & Development Office, UK

Completion of the initiation of a large and complex programme, the aim of which is to deliver a new, fit-for-purpose and enduring IT Service Management capability for the newly merged department.

Workstreams include Live Service, Service/Help Desk, PPM, Architecture & Assurance, Toolset (ServiceNow) migration, support and enhancements whilst also ensuring the exit of the incumbent SMI Supplier and DOS5 procurement of new service was managed with minimal disruption to the departments business across the World. The programme is now in its second phase having successfully delivered the re-procurement and in-sourcing of a number of SMI services plus the completion of Discovery, and has procured a delivery partner to assist in the production of a business case for the next phase which will design and implement the new ITSM capability.

Project Manager

March 2016 to June 2020, Home Office-OSCT-NCDS, UK

High level of security and non-disclosure applicable.

Delivery of multiple, complex technical workstreams in the communications data arena. Interpretation of and adherence to prevailing policy and assured delivery under CTSA and IPA. Achieved high-success rate of positive outcomes for Law Enforcement and Security Services despite being the first organisation in the world to identify the need, develop solutions, work with Telecoms Operators on those solutions and deliver them to quality and VFM. This capability endures and produces successful life-saving outcomes on a regular basis.

Working in an often-disturbing criminal space, significant stakeholder positive outcomes were achieved in multiple areas including terrorism, child abuse, murder, online harassment, fraud, guns and drugs.

As a value add under a separate assignment, delivered an Information Management strategy for the department and implemented early initiatives such as SharePoint design and config, training materials and user guidance.

Project Manager

September 2014 to March 2016, MoJ, UK

Having led and successfully delivered (early and under budget) the legacy telephony decommissioning and Service Management (AIS) projects for MoJ NOP, I provided programme governance, initiation and multi-work-stream leadership for the delivery and deployment capability for MoJ programmes under the Reform banner including Estates initiatives aligned to TW3 and Civil Service Reform.

The Estates work is HMCTS and Probation based and is a national programme of building decommissioning and relocations, a combination of business/people and ICT WAN/LAN, EUCS and Print changes.

Project Manager

April 2013 to September 2014, MoJ, UK

Provision of full lifecycle project management for the Estates Transformation 4 Programme. ET4 is a wide programme of transformation of buildings and ICT with MoJ in order to realise £50m p/a savings. The programme's scope was subdivided into four work-streams of which I manage one and deputise for the others. My particular work-stream involved the closure and relocation of staff and IT of a key MoJ building in Central London.

The role is technical in nature incorporating site infrastructure design and technical RFS submissions, although I did take the lead on the facilities activities as and when necessary in order to deliver on time. MoJ operate a single Windows based domain and all users were moved or migrated in a controlled manner with up front UAT to ensure day one success of migrated users and their applications and data. Given the often-emotive nature of people and process transformations, scope is very firmly set and agreed with all parties and this was reiterated on an ongoing basis.

The project was managed and controlled using common principles and incorporated the usual project and programme artefacts including IA and Data Security Aspects and was delivered early and under budget.

The next challenge was to manage the decommissioning of telephony systems from across the MoJ Estate working closely with and contracting in, third parties to enable secure systems to be removed in a controlled and non-impacting manner. This was delivered to time and slightly under budget which enabled me to focus on a further challenge of managing the entire NOP solution into live service.

Project Manager

November 2010 to November 2012, Atos, UK

DIR is a consolidation of three technical estates with three suppliers to one and a complete tech refresh of the Ministry of Justice estate – received MoJ achievement certificate at programme close.

Also running multiple technical delivery (infra) projects as well as service acceptance. Provision of Defect Management and governance for DARTS Project for MoJ and latterly managing an internal project updating secure infrastructure as part of Atos / MoJ support network (RSN). Included approval and rewrite of HLD and LLD for solution designs with Solution Managers and Architects.

In particular the RSN delivery was an on-going programme that required a real project management focus and I was asked to step in and provide the governance required to understand and document the full scope and delivery plan and complete this secure project.

Programme Manager

November 2009 to August 2010, HMRC, UK

Provision of build, test and deployment management for HM Revenue and Customs for the Spectrum Programme. Spectrum is a multi-tier Web based application, large and complex over £35m. The code was developed by a third party, the infrastructure provided by outsource partners, based on Oracle, Java, Weblogic, Unix, Autonomy, Documentum, etc.

The project was recognised as one of the largest and most challenging projects for the department in recent years and brings together a number of complex systems and cross-government business benefits helping to secure UK Borders, collect revenue and provide auditable evidence for convictions. Circa 2000 Confidential and 7000 Restricted user base bringing separate and legacy systems to a new shared service solution.

Project Manager

November 2008 to August 2009, HMRC, UK

Provision of full life cycle project management for HM Revenue and Customs for a portfolio of projects including Customs Transformation and other line of business projects. My role also includes mentoring other project managers and extensive supplier management plus close working with PMO to record an understanding of internal processes and typical OGC gateway reviews (Service Management).

Interim Project Manager

October 2008 to November 2008, MoJ, Atos Origin, UK

Provision of project management for The Ministry of Justice for a portfolio of small infrastructure projects ranging from bespoke, small line of business enhancements, to estate wide infrastructure and security implementations.

Career Break

May 2008 to October 2008

Having completed a number of assignments for the Home Office, I further developed my own company which provides IT consulting, web design and IT support.

Senior Project Manager

February 2007 to May 2008, Home Office, Fujitsu Services, UK

Provision of project management for the design, develop, build and test of the UK Immigration Points Based System, specifically Business Process (Caseworking) and Extranet. The technologies involved were Metastorm, .Net, Java and SQL. Latterly, I managed a portfolio of small projects under the Tech Refresh remit, mainly COTS application upgrades, server decommissioning and some AD and Exchange migration for the Home Office.

During this time, I also assisted in the service transition (readiness & introduction) of a combined STRAP2 MOD and Home Office POISE SECRET system.

Technical Project Manager

December 2005 to September 2006, Home Office, Fujitsu Services, UK

Provision of technical project management for the build and deployment of a Secure (accredited) Remote Access Service (under the Mobile Services Programme) utilising Laptop computers for Directorate staff.

This particular project relates to the large-scale roll-out of secure Laptops as part of an estate-wide tech refresh and incorporates a number of common, bespoke, leading edge and security technologies based on a Windows XP and Office base build.

Career Break

March 2005 to December 2005.

Having been made redundant from Bytes, I took to further developing my own Web Development company plus some short-term consulting / pre-sales roles with PlanNet and Computacenter.

Lead Consultant

June 1996 to January 2005, Bytes Technology (formerly Plato Computer Services), Milton Keynes, UK.

Starting my career with Plato in 1996, my duties centred on the front-line support of many of Plato's clients including Police, Banking, Insurance, Automotive and Travel. Having grown with the company and adjusted to its many changes I became Lead Consultant, second to the Microsoft Practice Manager.

Technologies worked with include: XP, Server, Exchange, SharePoint, Citrix, Routers, Switches, Firewalls

Latterly as a senior member of the practice, my achievements revolved around the successful requirements understanding and bid response including technical design helping Plato to win new business and retain existing clients leading to the subsequent management and hands on involvement in the implementation of client infrastructure projects, such as network upgrades, server builds and AD, Exchange and XP migrations.

I also worked closely with management on new business ventures such as pay as you go IT Support Services, outsourcing and early hosting solutions.

General | ## Summary of companies and agencies worked with

North Wales Police, Home Office, FCDO, HMRC, Ministry of Justice, Computacenter, PlanNET, MOD, Hiscox, NatWest, TUI, Sun Life Financial of Canada, UKBA, Lehman Brothers, NatWest Markets, Atos, Cap Gemini, Detica, Plato, Computers Unlimited, Apple, Fujitsu, Legal and General, Este Lauder, CGI, Convergent Network Solutions, Watson Wyatt, Spirit Group, Connexions, Unilever, Barron McCann, Xerox, Vodafone, EE, BT, KCom, O2, Three, Steria, LEAs, UKIC and others.

Further summary of roles / skills

As well as the key roles described above, I have worked for a number of consultancy companies and my own customers over the years (since 1986 to date) summarised as below:

- Building relationships at all levels
- Change management and governance
- Team Leadership and mentoring
- Project planning
- Business and technical user documentation
- Worked to PRINCE2, RAD, Agile and ITIL
- High Level and Low Level Designs
- SharePoint, Teams, O365 and Cloud
- LAN, WAN, SAN, WLAN, VPN
- Electrical Engineering

- Security Aspects inc. RMADS, ITHC, SyOps, PenTest
- Secure infrastructure
- Bid / Proposal writing / Tender response & review
- Government Procurement & Commercial/Contractual
- Supplier Management
- Business process / transformation
- Business cases, project briefs and scope
- FMEA and Issues treatment
- Service acceptance, assurance and governance
- Computer Engineering

Training and Education | I have attended many upskilling courses in relation to my prevailing job function or role over the years.

I have a full comprehensive education. Prince2 Practitioner. Looking to further back up my on-the-job experience with MSP and ITIL qualifications when time allows.

Interests   I like to socialise and I am an active member of Westfield Sports Car Club and its former Chairman; Internet technologies, web design, science & tech, classic cars, motorsport and travel are also of interest.

References   References are available on request.

Personal Detail

- Married with two children
- Full UK driving license
- Current and valid passport
- Lives in North London/Hertfordshire
- NI No. NM 82 03 62 C

- MBCS
- Prince2 Practitioner
- Security Cleared to a high-level